

**Cover Sheet – Social Service Activity****AGENCY NAME:** Survival Centers Inc. DBA Amherst Survival Center**AGENCY ADDRESS:** 138 Sunderland Road, PO Box 9629, North Amherst, MA 01059**AGENCY PHONE NO:** 413-549-3968 **CONTACT PERSON:** Kara Schnell**CONTACT PERSON EMAIL:** kara@amherstsurvival.org**CDBG FUNDING REQUEST:** \$55,000.00

1. **Project Name** A continuation of projects funded with MA CDBG funds in the Amherst Survival Center's Emergency Food Pantry ("the Pantry").

**2. Project Description:**

The Amherst Survival Center (ASC) requests \$55,000.00 to support continuation of its CDBG-funded efforts in its Food Pantry program to families and individuals. The ASC's Food Pantry programs provide access to good nutritious food for low-income residents of Amherst, including children, seniors, and people experiencing homelessness, individuals and families. This proposal continues CDBG-funded Pantry services, specifically: 1) monthly weekend hours of operation; 2) continued expanded monthly distribution program (onsite and thru its Senior Mobile Nutrition Program/SMNP) at 5-6 days (15-18 meals per person/month); 3) its Kids Boost Program providing families with school-age children extra food (representing an additional 6-8 meals per school-age child) in the six months that include a scheduled school vacations ("Kids Boost"); 4) continued expansion of purchase of fresh, healthy and nutritious produce; 5) staffing (Pantry Assistant) to support expanded distribution and manage food inventory; 6) printing associated with information about its food and nutrition programs to increase knowledge and promote use by Amherst residents, 7) translation services to ensure written materials are in languages needed by prioritized populations, and 8) communitywide efforts to source additional food to meet the needs of an expanded allocation.

**3. Project Location (Street address)** 138 Sunderland Road in North Amherst. (The Pantry also operates two offsite food distribution programs in Amherst: the Senior Mobile Nutrition Program delivers groceries to Amherst senior housing and the Amherst Senior Center; and the Mobile Food Pantry, in partnership with the Food Bank of Western Massachusetts, distributes food in a parking lot at Southpoint Apartments in south Amherst)

**4. Budget Request** \$55,000.00

**5. Type of Activity (check one):**

- ☒ Household (family and individual) stabilization
- ☒ Support services for the homeless
- ☐ Youth development
- ☐ Economic self-sufficiency (adult education)
- ☒ Food and nutrition
- ☐ Health services

**6. National Objective:**

Total number of beneficiaries (individuals served): 2100-2500

Total Low/Mod beneficiaries (individuals served): 2100-2500

**National Objective Description:** The Food Pantry and its population-specific programs (Kids Boost, Senior Mobile Nutrition Program [SMNP], weekend access hours, children's diapers, feminine hygiene products), its expanded allocation and personal care pantry serve residents of Amherst and twelve surrounding towns. All Pantry recipients are qualified as low/moderate income (as identified in the income guidelines outlined in the RFR). This criterion is verified annually, as we use annual income self-declaration forms with USDA guidelines and follow federal eligibility requirements, along with proof of town of residence. We work with the Town of Amherst to ensure that the self-disclosure forms serve the funder's needs, cater to the participant's capacity, and reflect income guidelines. This past year, the ASC's form was shared with and used by other CDBG Amherst recipients. In calendar year 2017-2018, 52-55% of the Pantry's beneficiaries and services were provided to residents of Amherst. Pantry registrant data is maintained in a designated, confidential database, with each Pantry visit and pick-up reported, special allocations recorded (Boost, diapers, etc.), the ages and household sizes of participants verified, and each monthly distribution weighed and reported. We also track USDA eligibility, as well as inquire about receipt of other public benefits in order to link participants to additional appropriate services.

The Pantry's allocation system, based on points per person (Appendix 1), receives positive reviews by participants who cite the quantity of food they can access and the choice they are able to use when shopping as the strongest features of the system. ASC volunteers are trained to support shopping to maximize participant's benefit. The use of an ASC-developed "shop sheet" helps to ensure an accurate distribution, with a point system to support the shopping experience. (Appendix 1) The allocation categories directly align with the USDA nutrition guidelines (i.e. protein, grains, fruits/vegetables, dairy), reinforcing recipient awareness of these guidelines. By organizing the Pantry shopping experience around the USDA nutrition guidelines, the program gives participants greater exposure to nutritional information and support around applying it for their family in the Pantry and in other market and shopping experiences.

In 2017-18, the ASC continued to experience significant numbers of people using its services: it served 22,300 meals to low-income Amherst residents, and distributed groceries to 2214 Amherst residents in 951 households in the Food Pantry. The Center's fresh food distribution had 28,631 visits, distributing fresh produce and baked goods to visitors. Overall, the ASC saw over an estimated 46,476 visits from individuals in need of food, health care, clothing, job search support, housing case management, assistance with food stamps/SNAP, health insurance, information and referral services, and a welcoming community. According to the Pantry's database, 143 Amherst recipients (unduplicated number) have identified themselves as experiencing homelessness. The Food Pantry makes a modified allocation to individuals experiencing homelessness, allowing for greater shopping frequency (weekly, rather than monthly) and providing more prepared foods (i.e. salads, sandwiches, etc.). This reflects the recipients' particular circumstances and their lack of access to kitchen facilities. **A. Demonstrate**

**Consistency with Community Development Strategy** This proposal is consistent with the Community Development Strategy, specifically the Center's food and nutrition programs for low-income Amherst residents through the Food Pantry, its onsite and offsite population-specific programs, as well as its support services for people experiencing homelessness, and its role in supporting household stabilization. Other Center programs that do not directly distribute food (for e.g. distribution of personal care items, diapers, clothes and household goods, free health care, job support) address these same goals from multiple perspectives. In addition, its unique services of tailored food pantry distribution combined with services not related to food and nutrition like: self-service laundry facilities; private shower; and mailbox, computer and fax access, are reserved specifically to support people experiencing homelessness. By providing monthly groceries to low-income families, the Food Pantry also meets the community service objectives to support family and individual stabilization, and economic self-sufficiency.

This proposal supports the Amherst Survival Center's (ASC) Emergency Food Pantry, it's Kids

Boost program, its efforts to ensure access to healthy fresh produce in year-round monthly distributions, its monthly Senior Mobile Nutrition Program (SMNP), and increased weekend access afforded by monthly Saturday morning houses. All of which demonstrate our commitment to the food and nutrition priority as identified in Amherst's Community Development strategy. It also supports the continuation of our monthly mobile food program (in partnership with the Food Bank of Western MA or FBWMA), which brings a mobile fresh produce distribution directly to residents in south Amherst (in a parking lot at Southpoint Apartments), an identified food desert. The onsite pantry allocation reinforces nutrition education, as it directly corresponds with the USDA nutrition guidelines. The Center augments this role with quarterly healthy cooking classes, using Pantry ingredients, nutrition giveaways (recipe distributions), and nutrition tastings with the FBWMA which also utilizes Pantry ingredients. The ASC's food and nutrition programs, and specifically its Food Pantry, are strongly compatible with the Town's Community Development strategy.

ASC's food and nutrition programs, the Food Pantry, the Senior Mobile Nutrition Program, the new mobile food program, our community meals and daily fresh food distribution programs, as well as our free walk-in health clinic, the community (free) store, and its collection of services reserved for people experiencing homelessness, its philosophy, mission and strategies are all consistent with, and strive to achieve, the Town of Amherst's goal to "contribute to a high quality, safe, civil, healthy, and sustainable community." The ASC achieves this in a convenient single location, maximizing access and removing barriers to services. The Amherst Survival Center continues to embrace opportunities to "move" its programs to people who cannot get to the Center for food, while remaining deeply committed to understanding the barriers that prevent people from accessing its programs in order to develop new strategies to increase access to food and nutrition in the Amherst community.

The Amherst Survival Center has a track record of successful collaboration with other service providers in order to improve access and reduce duplication of services. On a weekly basis the following services are available in the Center: information and referral, job support services, food stamp/SNAP application assistance with the FBWMA; Salvation Army vouchers; housing case management with Elliott Homeless Services; health insurance assistance from Health Care for the Homeless; clothing repair workshops with expert sewers. In addition, we collaborate with the Franklin Hampshire Career Center to hold three job fairs a year, the Town of Amherst to present annual flu immunization clinics; Community Action for (seasonal) fuel assistance, and the League of Women Voters of Amherst for voter registration sessions and community educational events. We also collaborate with the FBWMA on a monthly mobile food program and the BagShare Project on bag-making events. We refer and collaborate with the new John Musante Health Center. On-site collaborations allow ASC programs to cross-refer participants for convenient additional support. This roster and schedule of these services address the Amherst Master Plan's goal to "provide community services to meet the needs of all of its residents" including "critical social support services." (p. 2.4 <http://bit.ly/1cRgxPv>)

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The ASC's development and printing of materials (in a variety of languages) informs the community of its food and nutrition services, increases access and supports program utilization. We are committed to discover and use new strategies to create and ensure access to the Food Pantry and all Center programs for Amherst residents in need.

**C. Project Budget Information:** A detailed budget for the proposed program that includes program delivery and direct program costs, sources of revenue and expenses is attached. It includes in-kind services (food donations) and projected funds. It does not include the in-kind services of volunteers, however. Weekly, there are approximately 50 community members who regularly volunteer in the Food Pantry picking up food from the Food Bank, unloading the food delivery truck, stocking the Pantry shelves, organizing inventory, creating allocations, assisting Pantry shoppers select groceries, weighing food distributions, etc. There are also additional volunteers who create diaper allocations, the 10-12 volunteers who recover food donations 4 days a week, and the 10-12 volunteers who distribute the food at the monthly mobile program. Food donations which are rescued are shared with food programs, with

the bulk being used for the daily Pantry distributions. The ASC engages in a rigorous and deliberate budget development process that relies on best practices in bookkeeping and nonprofit management, and entails a careful review of actual costs and revenue as a foundation for projecting future costs and budget planning. The process begins in late winter/early spring prior to the fiscal year, with administrative staff diligently working with program staff in consultation with the Board's Finance Committee to identify projected costs and new programs. After several months of careful planning and discussion, the Finance Committee proposes an organizational budget to the full Board for its approval in June for the upcoming fiscal year. The ability of the ASC to create a budget that not only accurately reflects expenses but also projects needed revenue is reflected in the organization's strong fiscal position, as identified in its annual audit. The enclosed ASC budgets have been prepared by Kara Schnell, ASC Finance Controller and approved by the Amherst Survival Center Board of Directors. Since 2008, Kara has been responsible for all the financial transactions of the Center, from processing incoming contributions and grant awards, to accounts payable and payroll and grants reports. In 2010-2012, Kara managed the accounting for the organization's capital campaign and facility construction. She also plays a key role in the preparation of the Center's annual operating budget. She works closely with the Center's accountant during the annual audit process. As a member of the Center's Finance Committee, she routinely prepares monthly financial reports for the Finance Committee, the Board of Directors, and the Executive Director. She has also prepared the outstanding and comprehensive financial reporting for the town of Amherst for the ASC's quarterly reporting of its past CDBG grants. The Board of Directors reviews the financial statements for the organization at its regularly scheduled monthly meetings. The ASC's finance policies and procedures reflect nonprofit best practices, checks and balances, and a rigorous process to ensure accuracy.

**D. Project Description:** The Food Pantry provides essential nutritional support through a monthly food allocation that is distributed directly from the pantry to households in Amherst and 12 surrounding towns, or offsite thru its Senior Mobile Nutrition Program (SMNP) to low-income Amherst seniors. The monthly grocery distribution contains canned food, grains, proteins, soup, juice, dairy (fresh milk, cheese, eggs), prepared foods, fresh vegetables and fruit, bread. A range of personal care items can be selected (toothbrush, toothpaste, soap, shampoo, toilet paper), with an allocation of menstrual products and diapers. The distribution can range between 40-100+ pounds, supplying 15-18 meals per person per month. Food is accessed from FBWMA, recovered from businesses, supermarkets or farms, collected from drives, purchased from a local produce vendor and dairy cooperative. The Pantry allows a single household member to register for an entire household and pick up groceries for a family in a single monthly visit. Registration happens on the initial visit and annually thereafter and involves proof of residence for each person in the household, their ages, and the self-disclosure of financial need. We also seek information about participants' history of military service, student status, SNAP enrollment, etc. The monthly SMNP ensures that low-income Amherst seniors who cannot physically get to the ASC receive preassembled nutritious food by delivering grocery bags directly to the Amherst Senior Center and 3 senior apartment buildings. We use surveys to ascertain program satisfaction and suggest improvements. In 2018, SNMP made 459 deliveries, bringing 15,632 pounds of food to 93 seniors. The goal of the Food Pantry is to make nutrition available to low-income individuals and families. An example of a population-based Pantry program is the Kids Boost. In the Amherst Regional Public Schools, 37% of enrolled students (K-12) receive a meal benefit (free/reduced lunch). For these families, school vacations and the loss of the meal challenge their food security. Our Kids Boost program reduces the hunger gap these families experience during school vacation months by increasing the food these families access through the Food Pantry in those months. (See Appendix 2 Boost data) With this proposal, the ASC proposes to continue several CDBG-funded Pantry strategies: monthly weekend hours; Kids Boost; food distribution of 5-6 days (or 15-18 meals) per person/month; continued purchase of fresh produce (to ensure that Pantry distributions include healthy fresh produce when the growing season is over and to augment farm donations); a second Pantry staff position; printing of marketing materials to support ASC food programs and our efforts to increase

food donations through food drives and the Neighborhood Food Project. Please see Appendix 3 to see utilization of the Saturday morning 2018 Food Pantry program (and pounds of food distributed). In 2017-2018, the Pantry provided food for 1826 low-income households (52% Amherst) and distributed 519,027 pounds of food (60% to Amherst individuals). Among Amherst residents, 143 consumers identify as homeless, 33 households have someone with a history of military services. These are likely underestimates since they are based on self-disclosure, and many individuals choose not to respond to these questions, as well as race/ethnicity questions. Appendix 4 has additional demographic information for the Food Pantry's recipients. Appendix 5 shows the numbers of Amherst individuals (an additional 2,534) and households (838) who received free fresh produce through the South Amherst mobile pantry and the total pounds of food distributed in 2018 in this program (31,800).

**E. Project Need:** Basic needs services like the Pantry are critical in Amherst. In its 2015 Status Report on Hunger in Massachusetts, Project Bread highlighted rising food insecurity in MA. According to Feeding America, the food insecurity rate in Hampshire County is 13%, with Amherst's rate at 19.5%. College students are experiencing food insecurity and finding local pantries to meet their needs. Amherst is no different. Local colleges are considering food insecurity on their campuses and reaching out to the ASC for support. A 2009 study in the *Journal of Nutrition Education and Behavior* found 59% of college students (<http://bit.ly/LCp10Y>) had high levels of food insecurity. Contributing factors include high food costs, limited income, rising housing costs, skyrocketing tuition, escalating student debt. The rate of free/reduced lunch in schools provides a measure of poverty and food insecurity. In Amherst, 37% of students (K-12) receive a meal benefit, reminding us of the extent of food insecurity and the compelling need to offer struggling families food programs. The Economic Policy Institute has reported at the US poverty level, the full range of basic needs, including food, clothing, shelter, transportation, health care and child care, remains unaffordable.<sup>1</sup> Research shows that a single parent with two children typically needs to earn \$18.36/hour full-time to provide for the family's basic needs. Yet the Massachusetts minimum wage is \$11.00/hour (1/1/17), and the federal minimum wage is only \$7.25/hour.<sup>2</sup> In the Pioneer Valley Planning Commission's 2013 State of the People report, Amherst was listed as 1 of 5 communities in the Valley to have poverty rates above 20%, along with Springfield and Holyoke. Many studies have shown that rates of illness and lower life expectancies in the United States fall disproportionately on the poor and are attributed, in part, to lack of access to affordable nutritious food. Access to nutritious food are key factors in improving health outcomes. Seniors are also at risk. ASC Food Pantry increases access to healthy food, its other nutrition programs multiply that access. The ASC creates a nutrition safety net in our community; with CDBG support, the Food Pantry, and its programs, is an essential thread. **F. Community Involvement and Support:** Surveying participants on their program satisfaction and challenges, combined with reviewing program data keeps ASC programs rooted in real need. We are committed to provide ongoing feedback opportunities for recipients and to make sure they can offer critical feedback on program delivery and new services. Surveys offer opportunities to share their experiences, identify program strengths, describe emerging needs, suggest improvements. Staff uses surveys to evaluate performance and understand ongoing barriers. At Pantry check-in, staff asks new registrants how they learned about our services to understand successful referral sources. We will continue to survey Pantry participants. The ASC is also committed to offering multiple opportunities during the year for community organizations and members to join in the response to food insecurity by supplying the Food Pantry thru food drives. Pantry volunteers also participate in "Make It Better" meetings to identify program improvements. The ASC has a current roster of 232 volunteers

<sup>1</sup> Bernstein, Brocht and Spade-Aguilar (2000), How Much is Enough? Basic Family Budgets for Working Families; Economic Policy Institute <http://bit.ly/1i2pnys>; Feeding America "In Short Supply" <http://www.feedingamerica.org/hunger-in-america/our-research/in-short-supply/in-short-supply-executive.pdf>.

<sup>2</sup> National Center for Children and Poverty, Columbia University

each week: 20% work directly in the Pantry, 5% are on the food recovery team which brings food donations daily to the pantry, 5% assist with the weekly food delivery to the Senior Center, and 4% on the mobile. Of the volunteers in Food Pantry programs, 70% live in Amherst. In this way, the ASC offers Amherst residents an opportunity to strengthen food security in their community and support their neighbors. Amherst residents' commitment to prioritize the Pantry is shown by their contributions of time, funds and goods. At this time, all Neighborhood Food Project participants (currently over 250 and growing) are also Amherst residents; the increasing rate of participation in this program demonstrates that it, too, is meeting a community need of engagement. The ASC's track record of creating programs to meet emerging needs as identified by recipients, learn new ways to improve access and foster program improvements allows it to maximize community involvement and support. **G. Project**

**Feasibility:** The ASC has provided food and nutrition services for 40+ years and the Pantry and SMNP are essential components of its services. The ASC has a strong track record in developing effective programs that meet the needs of our low-income neighbors in ways that are feasible, successful, increase access, reduce stigma, and efficiently maximize community resources. Responses to customer satisfaction surveys document reliance on the Pantry. Food insecurity data points to local need. College officials have expressed concerns about a growing need on campus. Pantry registration data over time confirms need by residents. **Solicitation:** recipients bring proof of residence for each person in their household, complete self-disclosure form, and begin to receive services. **Staffing:** Executive Director oversees organizational management, community outreach, program assessment, public information; **Program Director:** oversees program logistics; **Pantry Coordinator:** oversees pantry operations; **Pantry Assistant:** manages and generates food inventory and Mobile Food Program; **Finance Controller:** develops Pantry budget, oversees billing and invoices; **Volunteer Coordinator:** recruits, trains, schedules volunteers. ASC staff work with 50 Pantry volunteers each week, some of whom are Pantry recipients. ASC has demonstrated expertise in completing past activities and reporting with CDBG funding in a timely manner. **Milestones:** Funding will allow for immediate continuation of existing CDBG-funded programs. The program is ongoing, and funding will immediately support these interventions.

**H. Project Impact:** A significant impact of this program is that fewer people will be hungry in Amherst and food insecurity will be reduced as a result of the ASC efficiently and fairly distributing more food to low-income households. In addition, more Amherst community members will be engaged in this endeavor. Numerous studies confirm that "persons who had access to and used a wide variety of free food sources such as soup kitchens [and] pantries that give free groceries..."<sup>3</sup> were significantly better nourished than those without those resources. In 2017, the ASC Food Pantry continued to strategically maximize its use of (free) USDA food from the FBWM for recipients. With increased sourcing from USDA and expanded storage, Pantry recipients benefit. Indirect outcomes include increased economic and food security, and enhanced self-sufficiency. Changes will be assessed with self-reporting, surveys, monitoring frequency of use of the program. The ASC documents household and individual use and pounds of food distributed in each of its pantry programs. We offer recipients anonymous opportunities to share their experiences and satisfaction with the program as well as with food insecurity. They make suggestions for improvements, and along with the recommendations from program volunteers, these measures are the basis of program improvements. Utilization numbers reveal comfort and access, as well as potential referral hubs. Customer satisfaction leads to personal referrals and improved access. However, reducing use does not always translate to reduced need, since there are other reasons that could keep participants from using the program (stigma, embarrassment, pride, etc.). However, we can measure changes in food security by the calculation of how much food is distributed. Pounds of food distributed will continue to be recorded, number of households, individuals and ages will as well. Recipients report that this service enables them to become more self-sufficient because the food they receive help their families survive in between paychecks. Providing these opportunities for participants

<sup>3</sup> Gelberg, Stein and Neumann (1995), "Determinants of Undernutrition Among the Homeless," in Public Health Reports 110(4): 448-454.

**ORIGINAL**

Amherst Survival Center, 12/18

to describe this benefit will continue to be an ASC activity. ASC routinely collaborates with other organizations through its involvement in the Amherst Human Service Network, COSA, faith communities, business and civic organizations and other specific health and human service organizations identified previously in this proposal.

ORIGINAL

Amherst Survival Center  
FY20 Pantry Program Budget  
July 1, 2019-June 30, 2020

	Amherst 52%	Non-Amherst 48%	Total
<b>Income</b>			
Town of Amherst	\$ 55,000	\$ -	\$ 55,000
United Way of Hampshire County	\$ 10,000	\$ 10,000	\$ 20,000
Individual Contributions	\$ 32,500	\$ 52,000	\$ 84,500
Adobe Foundation	\$ -	\$ 10,000	\$ 10,000
Charles Hall Foundation	\$ -	\$ 5,000	\$ 5,000
MAV Foundation	\$ -	\$ 5,000	\$ 5,000
Health New England	\$ -	\$ 2,500	\$ 2,500
Florence Bank Community Choice Award	\$ -	\$ 3,500	\$ 3,500
Project Bread	\$ -	\$ 2,000	\$ 2,000
<b>Total Income</b>	<b>\$ 97,500</b>	<b>\$ 90,000</b>	<b>\$ 187,500</b>
<b>Expenses</b>			
<b>Personnel</b>			
Pantry Coordinator	\$ 22,160	\$ 20,455	\$ 42,615
Pantry Assistant	\$ 9,526	\$ 8,794	\$ 18,320
Replacement Coordinator	\$ 1,287	\$ 1,188	\$ 2,475
Volunteer Coordinator	\$ 3,671	\$ 3,389	\$ 7,060
Program Director	\$ 4,261	\$ 3,933	\$ 8,195
Executive Director	\$ 749	\$ 692	\$ 1,440
Subtotal	\$ 41,655	\$ 38,450	\$ 80,105
Payroll Taxes and Benefits 20%	\$ 8,333	\$ 7,692	\$ 16,025
Work-Study Students	\$ 1,196	\$ 1,104	\$ 2,300
<b>Total Personnel</b>	<b>\$ 51,184</b>	<b>\$ 47,246</b>	<b>\$ 98,430</b>
<b>Food and Supplies</b>			
Food Purchases	\$ 21,736	\$ 20,064	\$ 41,800
Personal Care Pantry	\$ 5,200	\$ 4,800	\$ 10,000
Supplies-Produce Bags	\$ 650	\$ 600	\$ 1,250
Office Supplies & Printing	\$ 806	\$ 744	\$ 1,550
Transportation	\$ 2,769	\$ 2,556	\$ 5,325
Equipment Repair	\$ 1,820	\$ 1,680	\$ 3,500
<b>Total Food and Supplies</b>	<b>\$ 32,981</b>	<b>\$ 30,444</b>	<b>\$ 63,425</b>
<b>Capacity Building</b>			
Equipment Purchases	\$ 624	\$ 576	\$ 1,200
<b>Capacity Building Total</b>	<b>\$ 624</b>	<b>\$ 576</b>	<b>\$ 1,200</b>
<b>Overhead 15%</b>	<b>\$ 12,711</b>	<b>\$ 11,734</b>	<b>\$ 24,445</b>
<b>Total Expenses</b>	<b>\$ 97,500</b>	<b>\$ 90,000</b>	<b>\$ 187,500</b>
<b>Net Income</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>In Kind Goods: Food Donations</b>	<b>\$ 72,800</b>	<b>\$ 67,200</b>	<b>\$ 140,000</b>

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Survival Centers, Inc.  
**FY18 Budget Overview**  
July 2018 through June 2019

**original**

	<u>Jul '18 - Jun 19</u>
Ordinary Income/Expense	
Income	
4000 · Contributions/Donations	446,000
4080 · Planet Aid Partnership Program	1,275
4100 · Private Grants - Unrestricted	133,050
4200 · Private Grants - Restricted	101,400
4300 · Public/Government Grants	95,500
4400 · Fundraising Special Events	72,500
4500 · Interest Income	7,560
Total Income	<u>857,285</u>
Expense	
5000 · Payroll Expenses	523,704
5225 · Recruitment and Training	5,345
5250 · Professional Fees	8,800
5300 · Office Supplies	6,750
5350 · Insurance	9,900
5400 · Telephone and Internet	4,020
5455 · Computer and Software Expense	6,900
5500 · Program Activities & Supplies	109,630
5606 · Occupancy - 138 Sunderland Rd	69,050
5620 · Depreciation Expense	79,000
5680 · Repairs & Maintenance - Equip.	5,000
5685 · Lease Expense	3,655
5800 · Auto/Travel	12,125
5870 · Outreach and Fundraising	19,600
5890 · Miscellaneous	6,875
Total Expense	<u>870,354</u>
Net Ordinary Income	-13,069
Other Income/Expense	
Other Income	
4550 · Investment Income	20,000
4900 · In-Kind Revenue	763,000
Total Other Income	<u>783,000</u>
Other Expense	
5610 · Investment Expense	6,931
5900 · In-Kind Expense	763,000
Total Other Expense	<u>769,931</u>
Net Other Income	<u>13,069</u>
Net Income	<u><u>0</u></u>

**B. Agency Information:** Started in 1976, the Amherst Survival Center (ASC) connects people in need with food, health care, wellness, clothing and community through volunteer efforts. We serve close to 6,000 people a year in over 46,000 visits, the vast majority of whom live in Amherst. The only organization of its kind in the area, the ASC offers an Emergency Food Pantry, Community Kitchen (daily breakfast bar, lunch, weekly dinner), Community (free) Store, drop-in Free Health Clinic, fresh food recovery and distribution, Job Search Support and Jobs Fairs, clothing repair workshops, weekly community partner social services, access to free computers and fax, weekly movies, monthly field trips, live music, volunteer opportunities, bag-making sessions, a mobile food program in south Amherst, an outreach program to support medical providers to screen patients for food insecurity, and an extensive referral system. The ASC makes special support services available for people who are experiencing homelessness, including: self-service laundry and shower facilities, private lockers, use of its post office box, a modified food pantry allocation, specific items from the Community Store. All of these services and programs are located under one roof so that the Center serves as the only agency in the area that provides comprehensive basic needs services in a single location, an easy one-stop support service for families and individuals. For families who are often burdened with needing to receive a variety of supports, securing so many programs in one location is a great relief and improves access to services. Studies show that service integration "produces significant dividends in the form of reduced duplication and waste, strengthened local communities, and improved client outcomes."<sup>1</sup> Integration allows us to refer within the Center: patient in the health clinic can be assessed for food security and referred to the Food Pantry and lunch; a Food Pantry recipient who is not receiving SNAP can be referred to the weekly SNAP assistance in the ASC; a person seeking support to find employment can find interview clothing in the store. Follow-up is convenient and effective.

The ASC's approach begins with a broad definition of basic needs and a vision to reduce food insecurity in our community. Our definition includes not only food and clothing, but also health care, access to entitlements and a supportive community. Part of the way we create this environment is by providing participants with opportunities to assist with providing services as volunteers. Our community programming includes field trips, live music performances, picnics, special meals and events. Our unique volunteer model dictates that the services provided are delivered by volunteers, some of whom are also program recipients. Most services are available to any individual who comes to the Center. This "low threshold" for services has been shown to increase engagement and utilization, offers greater access to needed services, and encourages use of referrals, all of which help to produce successful outcomes and high engagement rates. Self-disclosure of need can reduce the embarrassment or stigma that may accompany requests for assistance. A focused effort to remove barriers and the stigma that might undermine program use is a top priority for the ASC. The Food Pantry is the only ASC program that requires proof of residence in order to access its services (since it is open only to residents of 13 towns) as well as the completed self-declaration forms that include income information. Over its 40-plus year history, the Center has shown its capacity and interest in launching new programs, and maintaining and sustaining existing ones based on the needs of community members. The ASC has a strong history of meeting all reporting requirements and complying with all funding guidelines. As a successful and effective member agency of the Food Bank of Western Massachusetts (FBWMA), the ASC has complied with all appropriate local, state, and federal

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<sup>1</sup> Hassett and Austin (1997), "Service Integration: Something old and something new," in Administration and Social Work.

standards of operation. Since relocating to its new building in 2012, the ASC has maximized space and expanded its food and nutrition offerings. In the past year, the Center invested in a new walk-in freezer to support storage and distribution of more frozen foods in its Food Pantry allocations. The new building continues to be a clean, welcoming setting. Continual improvements and reorganization based on program needs increases the ASC's capacity to meet the nutritional needs of Amherst residents, while offering programs that help to meet its mission and commitment to the community. The ASC has a successful track record of reporting on its previous CDBG funding, using regular meetings with town staff to reflect on services provided, improve service delivery and share materials with other funded programs.

Over the past several years, the ASC has developed, implemented and evaluated several new programs that have since become part of the roster of programs regularly offered. The Food Pantry, in particular, has implemented several innovative programs, many with CDBG support. These include a personal care pantry, a children's diaper distribution (2030 allocations distributing 81,200 diapers Jan-Dec 2018), feminine hygiene distribution (1482 allocations distributing 17,784 tampons/pads Jan-Dec 2018), the Kids Boost (extra food for school children in months with school vacations), a new allocation system, a modified allocation for people experiencing homelessness (allowing for greater frequency and more prepared foods), guaranteed fresh produce all year, and the ASC's job search assistance program (includes job fairs, job preparation workshops and a weekly one-on-one job search assistance) helps to build self-sufficiency and brings people who may also need food pantry services into the Center for employment support. Here, too, internal referral helps to introduce the Food Pantry to these job-seeking individuals. Many of these Pantry programs are designed to provide anti-hunger relief for specific populations and increase comfort using the Pantry. For example, the Kids Boost program addresses the increased hunger and demand for food resources that can result from the loss of meal benefits with school vacations. The Boost offers families with school-age children a personalized reason to use the Pantry during the six school vacation months and gives them access to the Food Pantry every month.

The ASC food recovery fleet includes two vans and one box truck. The latter is vital to accomplish the ASC weekly food pick up from the FBWMA which supplies its meals program and the Pantry. The vans are needed by its food recovery crews who rescue food donations from supermarkets, local businesses and farms. The vehicles maximize the organization's ability to bring *more* food into the building and result in greater capacity to distribute more food to our neighbors. The ASC's pilot 'Neighborhood Food Program' is a new neighborhood food collection program that enlists Amherst residents in disseminated food drives for the Pantry. In its first three deliveries, community members donated 6,744 pounds of food. This program both engages more Amherst community members in responding to food insecurity while increasing our capacity to distribute more food to more people through community donations.

A significant measure of ASC's success comes from comments about the program from its recipients: *"The Pantry means having a cushion in this time of increasing costs. Thank you."* *"It helps me have food to eat."* *"As a senior on a fixed income, the Pantry means that I will always be able to eat healthy. No fear!"* *"The Food Pantry is the best place in the area. So great for resources."* *"The Pantry means I can feed my children! It's a huge help."* *"It means healthy and fresh food in my frig and on my table."* Clearly, the Pantry plays an important role in the ability of Amherst residents to access nutritious food.

This proposal allows the Pantry to continue to benefit from a staffing pattern that supports the ASC's strategic goal to distribute more food through the Food Pantry allocation. A part-time

staff Pantry Assistant manages, organizes and monitors food inventory, as well as oversees the generation of inventory through food collections and community drives. Food Pantry volunteers undertake assisting clients, picking up food, unloading food deliveries, stocking shelves, making referrals, shopping with Pantry customers, weighing allocated food, and keeping the food pantry clean and orderly. In addition, they have been critical to the monthly mobile program, tasked with program set-up and food distribution. The Pantry Coordinator, the Program Director, and the Executive Director each review Food Pantry data on a monthly basis. Kids Boost programs are reviewed weekly in each Boost month. We compare utilization with the prior year and assess benefit. Special initiatives, program reporting, and participant surveys offer more opportunities to understand Pantry use and customer satisfaction. The ASC is a leader in efforts that bring together organizations to reduce food insecurity in our community. In recent years, we led a community-wide diaper drive and awareness campaign, resulting in our ongoing diaper distribution effort and increased community awareness about diaper insufficiency. We've also engaged groups to collect a variety of personal care items (including feminine hygiene products). We brought together Amherst food programs into a network to support information exchange and collaboration, and maximize resources to the community. An example of this has been the collaboration between the ASC and the First Baptist Church's (FBC) much smaller weekly pantry. As a result of conversations between the two programs, FBS now routinely picks up remaining fresh produce from the ASC's fresh food distribution program (food that was recovered that morning) on Tuesday afternoons to re-distribute to its clients the following day (when the ASC is closed). This collaboration not only optimizes the ASC's Tuesday recovery team's efforts, reduces food waste, but more importantly supports the provision of more fresh produce to FBC clients at their Wednesday program. In 2016 the Amherst Survival Center Board of Directors endorsed a strategic plan with several goals impacting Food Pantry use. Not only did the Board approve an expanded allocation, but it also supported ongoing efforts to increase use by three specific population groups: residents of housing complexes, seniors and patients referred by medical providers. Interventions to accomplish these goals are well underway.

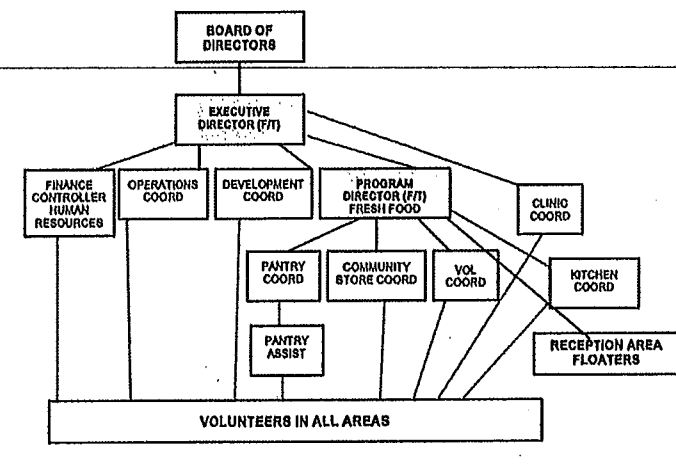
The ASC has been recognized as a model provider by local agencies and private foundations. Its Board members, staff and volunteers have also been recognized for their exemplary service and expertise. In the past several years, we have received town and community support for a new bus stop at our new location, and we have been honored to have been awarded funding and support for the Food Pantry. We have also received community support and state funding for our area diaper distribution. Our Board leaders and staff have received awards from local health and human service organizations. In 2013 and 2017, Congressman Jim McGovern read the comments of Food Pantry participants on the floor of the US House of Representatives. In recent years, the ASC has sought and received FBWMA competitive capacity-building grants to purchase equipment specifically to support the storage and enhance the distribution of food for the Food Pantry program.

With record-keeping and systems in place, appropriate staffing and a dedicated crew of volunteers, the ASC's Food Pantry is well-equipped to meet the need for its services, to continue to respond creatively to reduce food insecurity, and to assess and implement new strategies to increase access. For over 40 years, the ASC has delivered its services in a respectful manner, treating those who come for support and assistance with dignity, while relying on well-trained volunteers as service providers. We have an unparalleled record of delivering services in an exemplary, equitable, consistent, professional, and fair manner. **Explain your short-term goals and long-term goals:** Our goals are informed by existing and emerging needs, and a multi-year

Strategic Plan. We aim to reduce food insecurity in our community and increase access to nutritious food. Strategies include distributing a generous and nutritious allocation of monthly groceries, increasing awareness of our services, employing efforts to increase comfort and reduce stigma around using our services, and generating increased referrals to our program. **Our short-term goals** are to ameliorate and reduce the immediate food needs of low-income individuals and families through our Food Pantry. As a result of continuing the CDBG-funded services in this proposal, we will: **1.** Continue to submit timely quarterly reports to the Town of Amherst on all program service delivery approved for funding; **2.** Continue to offer a monthly weekend opportunity to access the monthly food distribution, meeting the needs of individuals and families who cannot access the Pantry during weekday hours; **3.** Offer a "Kids Boost" (extra food) in Food Pantry distributions for eligible families with school-age children (ages 5-17), representing up to an additional 6-8 meals per school-age child in the six months that have scheduled school vacations. The Boost helps to make up for the loss of the school-based meals benefit that these children don't receive during that time; **4.** Continue the enhanced Food Pantry monthly allocation of fifteen to eighteen meals (5-6 days) per month per person and explore increasing it to 7 days; **5.** Continue to ensure that the Food Pantry's monthly distributions include fresh produce by making direct purchases during the year; **6.** Continue the staff position of part-time Pantry Assistant; and **7.** Continue the monthly mobile program as a consistent service of the Food Pantry, promote its use, in south Amherst. We will continue to survey all new Pantry users as to how they heard about, and travel to, the pantry in our effort to continue to understand access to services. **Long-Term Goals** The multi-year Strategic Plan for the organization focuses on five areas, three of which involve the Food Pantry and this proposal. The Strategic Plan's multi-year goals related to the Food Pantry are: distribute **more food** from the pantry by sourcing and-distributing up to 7 days per person per month; **reach more people** (increase by 25%) with food pantry services, specifically seniors, residents of housing developments, and patients referred by local medical providers; and respond to the effects of poverty by supplying a personal care pantry. The primary goal of the Plan is to increase our organizational capacity to distribute more food to more people, and directly and significantly reduce food insecurity in our community.

### Organizational Chart

AMHERST SURVIVAL CENTER ORGANIZATIONAL CHART



**Board of Directors**

Survival Centers, Inc.  
Amherst Survival Center  
Board of Directors  
Fiscal Year 2019

The Board of Directors meets the 2<sup>nd</sup> Monday of each month at the Amherst Survival Center at 5:30pm.

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President's Office &  
Executive Director, UMASS  
Donahue Institute

**Theodore Parker, Vice President**  
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President, Kohl Construction

**Robert Brainin, Treasurer**  
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President, Berkshire Bank  
Owner, High Horse Brewing and  
Moan and Dove Restaurants

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**Belok1943@gmail.com**  
Owner, Blue Heron Restaurant  
and Catering

## Appendix 1 Food Pantry Shop Sheet

### Amherst Survival Center Food Pantry Points System

Since our allocation is based on points per person, the person who signs in a program participant completes a shop sheet (see next) based on the size of their household.

Points per Household												
HH Size	1	2	3	4	5	6	7	8	9	10	11	12
USDA	1	1	1	1	2	2	2	2	2	3	3	3
Fresh Veggies	4	8	12	16	20	24	28	32	36	40	44	48
Canned Veggies	4	8	12	16	20	24	28	32	36	40	44	48
Protein	3	6	9	12	15	18	21	24	27	30	33	36
Kid Snacks	2 per child											
Miscellaneous	1	2	3	4	5	6	7	8	9	10	11	12
Grains	5	10	15	20	25	30	35	40	45	50	55	60
Hygiene	1	2	3	4	5	6	7	8	9	10	11	12
Bonus	1	2	3	4	5	6	7	8	9	10	11	12
Fresh Fruit	5	10	15	20	25	30	35	40	45	50	55	60
Milk	2	2	2	4	4	4	6	6	6	6	6	6
Cheese	1	1	2	2	3	3	4	4	4	4	4	4
Eggs	1	1	1	2	2	2	3	3	3	3	3	3
Cold Prepared	1	2	3	4	5	6	7	8	9	10	11	12
Frozen Prepared	1	1	1	2	2	2	3	3	3	3	3	3
Frozen Meat	1	1	2	2	3	3	4	4	4	4	4	4
Bread	1	1	1	1	1	1	1	1	1	1	1	1

### Amherst Survival Center Food Pantry "Shop Sheets"

These shop sheets are completed using the points per household sheet in advance of shopping.

Volunteers use these shop sheets to ensure that program participants are offered the full benefit of their pantry allocation. The shop sheet also is used to track special distributions (diapers, etc.) and pounds distributed.

Full Pick Up Shop Sheet	Partial Pick Up Shop Sheet	Ready-to-Eat Shop Sheet
Used by most recipients.	Used by recipients who may not be in a position to carry a full allocation home either because they rely on public transportation or experience a disability.	Used by recipients who are experiencing homelessness or who do not have access to full kitchen (stove/oven) or access to refrigeration.
<div> <div> <div>Full Pick Up</div> <div>ID: _____</div> </div> <div> <div>Name: _____</div> <div>HH Size: _____</div> </div> <div> <div> <div>USDA</div> <div>Fresh Veggies</div> <div>Canned Veggies</div> <div>Protein</div> <div>Diaper Size:</div> <div>Kid's Snacks</div> <div>Miscellaneous</div> <div>Grains</div> <div>Hygiene</div> <div>Feminine Hygiene</div> <div>Bonus</div> </div> <div> <div>Dog Food</div> <div>Cat Food</div> <div>Fresh Fruit</div> <div>Milk</div> <div>Cheese</div> <div>Eggs</div> <div>Cold Prep</div> <div>Frozen Prep</div> <div>Frozen Meat</div> <div>Bread</div> </div> </div> <div> <div>Weight: _____ (40 for cart)</div> <div>Time: Y</div> </div> </div>	<div> <div> <div>Partial Pick Up</div> <div>ID: _____</div> </div> <div> <div>Name: _____</div> <div>HH Size: _____</div> </div> <div> <div> <div>USDA</div> <div>Can Veg</div> <div>Fresh Veg</div> <div>Protein</div> <div>Diapers</div> <div>Kid Snacks</div> <div>Misc.</div> <div>Grains</div> <div>Hygiene</div> <div>Feminine</div> <div>Bonus</div> </div> <div> <div>Dog Food</div> <div>Cat Food</div> <div>Fruit</div> <div>Milk</div> <div>Eggs</div> <div>Cheese</div> <div>Cold Prep</div> <div>Froz Meat</div> <div>Bread</div> </div> </div> <div> <div>Weight: _____</div> <div>Time: _____</div> </div> </div>	<div> <div> <div>Ready to Eat Pickup</div> <div>ID: _____</div> </div> <div> <div>Name: _____</div> <div>HH Size: _____</div> </div> <div> <div> <div>Can Veg</div> <div>Protein</div> <div>Misc</div> <div>Grains</div> <div>Kid Snack</div> </div> <div> <div>Cheese</div> <div>Cold Prep</div> <div>Bread</div> <div>EXTRA</div> </div> </div> <div> <div>NO EXTRA:</div> <div> <div>USDA</div> <div>Fresh Veg</div> <div>Diapers</div> <div>Hygiene</div> <div>Bonus</div> </div> <div> <div>Dog Food</div> <div>Cat Food</div> <div>Fresh Fruit</div> <div>Milk</div> <div>Fem. Hygiene</div> </div> </div> <div> <div>Weight/Dates: _____</div> </div> </div>

## Appendix 2 - Kids Boost numbers 2018

	# Households	# NEW* Households	# kids **	Extra food representing # meals
1. Feb 2018	102	8	196	924
2. April 2018	193	17	367	1468
3. June 2018	179	20	322	1288
4. July 2018	191	23	338	2704
5. Aug 2018	179	20	334	2672
6. Dec 2018	120	17	270	1080
<b>Totals</b>	964	105 (7.3%)	1,827	10,136

Amherst households (families) receiving Boost: 275

## Appendix 3 - Weekend (Saturday morning) hours at the ASC Food Pantry

	NUMBER OF HOUSEHOLDS	NUMBER OF INDIVIDUALS SERVED	POUNDS OF FOOD DISTRIBUTED
NOV 18, 2017	18	50	1356
DEC 16, 2017	11	38	712
JAN 20, 2018	12	25	1011
FEB 17, 2018	11	36	561
MAR 17, 2018	8	21	482
APRIL 21, 2018	6	15	433
MAY 19, 2018	10	27	569
JUNE 16, 2018	10	21	616
JULY 21, 2018	10	21	458
AUG 18, 2018	9	29	601
SEPT 15, 2018	9	18	369
OCT 20, 2018	12	34	604
NOV 17, 2018	18	46	1202
<b>TOTAL</b>	144	381	8,974

## Program Characteristics:

- Food Pantry (and Community Store) are open the third Saturday morning of the month. The Store is open for people using the Food Pantry to ensure their access to clothing and household items.
- Weekend Food Pantry staffing consists of one staff and 3 volunteers.



## Appendix 4 - Participant Demographics

Age Breakdown of the Amherst Survival Center's Food Pantry's Amherst residents, 2018

Individuals	Amherst residents
Individuals	2214
Ages 0-17	591 (26.7%)
Ages 18-64	1390 (62.8%)
Over 65	228 (10.3%)

Racial/Ethnicity of the Amherst Survival Center's Food Pantry, Amherst residents, 2017-2018  
Based on self-disclosure.

	Breakdown by Ethnicity, residents of Amherst who participate in the ASC Food Pantry (2017-8)	Breakdown by Race and Ethnicity, Town of Amherst (census 2010)
White/Caucasian	35.5% (n=785)	76.9%
Latino	20% (n=442)	7.3%
Black/African American	11.9% (n=263)	5.4%
Asian/Pacific Islander	11.2% (n=247)	10.9%
Cape Verdean	5.8% (n=128)	
Other/Prefer not to specify	15.7% (n=347)	Source: Amherst Census 2010 <a href="https://www.census.gov/quickfacts/table/RHI125215/2501501325,25">https://www.census.gov/quickfacts/table/RHI125215/2501501325,25</a>

## Appendix 5 – Mobile Food Program 2017-8

In partnership with the Food Bank of Western Massachusetts

MONTH	INDIVIDUALS	HOUSEHOLDS	POUNDS OF FOOD DISTRIBUTED
January 2018	409	126	3230
February 2018	282	104	3063
March 2018			
April 2018	242	101	3661
May 2018	254	91	4471
June 2018	337	44	3225
July 2018			
August 2018	164	61	1898
September 2018	157	64	2026
October 2018	112	40	3687
November 2018	274	93	2298
December 2018	301	114	4241
<b>TOTALS</b>	<b>2,534</b>	<b>838</b>	<b>31,800/37.9 per HH</b>

## Appendix 6

Project Impact: Amherst Survival Center, Collaborations, 2018

Collaboration	Desired Outcomes	Products
Amherst Regional Public Schools-Kids Boost Program	-community outreach -information on targeted population.	- specific flyers and brochures. - monitor participation. - sharing of information.
Amherst Senior Center – Senior Mobile Nutrition Program (SMNP)	- registrations -outreach -distribution site	- specific written materials for targeted populations -monitor participation - collaborate on development and implementation of customer survey. -collaborate on program enrichments
Amherst Human Service Network	-increased outreach and communication about programming.	- written materials for other programs to use with their clients - written materials for other organizations to use to refer their clients to the ASC food and nutrition programs
Amherst Food and Nutrition Network	- greater awareness and communication between organizations - information sharing - resource/food sharing - development of community-wide schedule of services	- community schedule of services - increased cooperation between organizations to maximize resources and information sharing, prevent duplication of services
Elliott Homeless Services	Greater access to housing options Greater access to housing support for people experiencing homelessness Scheduled weekly hours	More housing placements More support to complete and submit applications to facilitate housing More reasons to come to the ASC for food and nutrition offerings.
Food Bank of Western MA (FBWMA)	- assistance with SNAP applications, scheduled weekly hours onsite at the Amherst Survival Center. -offer nutrition tastings and workshops -Conduct mobile food program in South Amherst -major food source for Pantry	- additional SNAP applications processed and assistance provided to ASC visitors - increased SNAP benefits to ASC visitors -increase awareness of ways to use Food Pantry ingredients -increase understanding of nutrition -increased access to fresh produce for households in south Amherst -increased access to food

Collaboration	Desired Outcomes	Products
Franklin Hampshire Career Center (FHCC)	Increase number of job seeking individuals in the Center as a way to increase employment opportunities, increase awareness of (and access to) ASC's job search program, increase referrals to ASC's food pantry programs by individuals in need, and increase access to ASC's food programs by people seeking work.	Two job fairs a year Increased marketing of ASC food programs to the Career Center's mailing list Increased collaboration between ASC job search program and FHCC
Health Care for the Homeless	- assistance with applying for and getting health insurance (and associated documentation), scheduled weekly hours at the Amherst Survival Center.	- additional applications processed. - more people on health insurance.
Health Department, Town of Amherst	Immunization clinic (annually)	Annual flu immunization clinic Ongoing collaboration on outreach and increased access for Amherst communities
John Musante Health Center	Increased referral source to the Center and from the Center's free health clinic	Referral partnership Information dissemination to ASC Clinic patients and Pantry recipients
WIC Program, Amherst	Expanded food and nutrition assistance for young families Increased access to diapers and other population specific food pantry interventions	Additional cross referrals between both agencies More young families accessing food and nutrition, as well as baby diapers